

81-0161/1

EEO-81-006

16 January 1981

DDI REGISTRY
FILE: *training*

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: Director, Equal Employment Opportunity

SUBJECT: Uniform Guidelines Implementation Plan - Phase II Responsibilities

REFERENCE: Memorandum from DDCI to D/EEO, same subject, dated 13 November 1980

1. In response to reference, the following information addresses the implementation responsibilities assigned to Director, Equal Employment Opportunity in Phase II of the CIA Implementation Plan for the Uniform Guidelines on Employee Selection Procedures:

A. "Determining when selection for 'transfer' (i.e., assignment, including vacancy notices), demotion and retention in the Agency is an employment decision under the Uniform Guidelines..."

(1) The Agency and directorate reassignment procedures and practices are diverse and it is difficult to define "transfer" and to determine the specific intent of the Guidelines, particularly in an Agency context. Therefore, a working group will be formed comprised of representatives from the Offices of Personnel, Policy, Planning, and Management; Equal Employment Opportunity and the General Counsel. The working group will, inter alia, develop relevant Agency-related definitions of Guidelines criteria and develop a plan for the collection of data and the monitoring of applicable personnel actions for the joint approval of the Directors of Personnel Policy, Planning, and Management and Equal Employment Opportunity. The working group will submit its plan in sufficient time for implementation no later than 1 October 1981. The OEEO Responsible Officer for this working group will be Larry [] the Agency's Uniform Guidelines Compliance Officer.

(2) I am informed by the Director of Personnel Policy, Planning, and Management that by 1 July 1981, forms with accompanying instructions will be developed for maintaining data on demotions and on employees selected or rejected for retention after completion of their three-year probationary period. Responsible OEEO Officer is []

B. "Determining when selection for training in the Agency is an employment decision under the Uniform Guidelines..."

The determination as to when selection for training is an employment decision under the intent of the Guidelines has been discussed with the Director of Training and Education. The Director, EEO generally concurs with the position of the Director of Training and Education that training selection falls within the province of the parent component, and that OTE is responsible only for ensuring compliance with course requirements. Therefore, a proposal for determining when selection for training is an employment decision under the Uniform Guidelines will be drafted by [redacted] and [redacted] the OEEEO responsible officers, coordinated with Senior Agency Training Officers, and implemented by 1 October 1981.

C. "...initiating a program of research into alternative selection procedures and methods..."

I am generally in agreement with the memorandum on the subject prepared for you by Chief, Psychological Services staff. OEEEO Responsible Officer is [redacted]

D. "...developing a Uniform Guidelines Training Program..."

I concur with the memorandum on this item submitted to you by Director of Training and Education. Responsible OEEEO Officer is [redacted]

2/3. I and members of my staff are ready to assist in these responsibilities and in any other capacity to ensure full Agency compliance with the Uniform Guidance by 1 October 1981. If you have questions or need additional information regarding this matter, I will be pleased to meet with you at your convenience.



22 January 1981

MEMORANDUM FOR: Deputy Director of Central Intelligence

VIA: Acting Deputy Director for Administration

FROM:
Acting Director of Training and Education

SUBJECT: Uniform Guidelines Training Program

REFERENCE: Memorandum from DICI to DTE, dated 14 November 1980,
Subject: Implementation Plan for Uniform Guidelines--
Phase II Responsibilities

Paragraph 2.c. of the referenced memorandum addresses the development of a training program in support of the Uniform Guidelines. Instead of waiting until Phase II implementation of the Guidelines began, OTE and OESO jointly worked out specific coverage of Uniform Guidelines Training in four separate courses. Information concerning this coverage is contained in the attachment. The subject is also covered as an integral part of presentations in a number of other courses in the Management and Intelligence schools.

Attachment:
As Stated

ADTE/ [REDACTED]
Distribution:

- Orig - DDCI w/att
1 - DCI w/att
1 - ER w/att
① - DDA w/att
2 - DTE w/att
1 - C/MS via DD/MS w/att
1 - C/IS w/att
1 - OTE Reg w/att

Uniform Guidelines Coverage
in
Management School Courses

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1. Management for Equality of Opportunity - Coverage includes two separate presentations. The first is a one-hour presentation, "Uniform Guidelines on Employee Selection Procedures," given by [redacted] Program Evaluation Officer, OLEO. The following one-hour presentation, "The Significance of Testing in the Selection Process" is presented by [redacted] Chief, Assessment Branch, PSS/OMS.

a. Uniform Guidelines on Employee Selection Procedures - The "Uniform Guidelines on Employee Selection Procedures" is a set of Federal regulations that govern the use of tests and other selection procedures used by employers, including the Central Intelligence Agency. This presentation will include background information, implementation requirements and a discussion of the responsibilities and functions of Agency management.

b. The Significance of Testing in the Selection Process - The Uniform Guidelines for employee selection procedures require certain actions by managers. This presentation will cover the appropriate use of Agency testing and assessment procedures, in accordance with the guidelines.

2. Fundamentals of Administration - The topic is covered in two segments, "Equal Employment Opportunity" and "Agency Regulation and Notice System." As the first-line supervisor plays a much reduced role in selection, the topic receives less time. Total time allotted for this topic is approximately twenty minutes.

a. Equal Employment Opportunity This segment will treat the role of the first-line supervisor in the implementation of the EEO Act and the resulting Agency EEO programs. Particular focus will be placed on clearly describing the informal and formal EEO complaint systems with emphasis on the supervisor's role in these administrative procedures. A case study and a subsequent discussion of its underlying message will summarize the learning for this segment.

b. Agency Regulation and Notice System - This segment treats selected supervisory responsibilities which are dictated by legal statutes or regulations and notices promulgated by the Agency. The instructor will lead a discussion covering current policies and regulations and also discuss what is "on the horizon" in this area.

3. Management Seminar - One and one-half hours on "Employee Assessment" is presented by [] PSS/QMS.

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Employee Assessment - An Agency psychologist will explain how managers can make use of selected tools and techniques in the testing and assessment of Agency employees and of potential applicants. Useful information regarding the purposes for and ways to interpret various standardized tests will be offered.

4. Human Relations and Management Course - To begin in February 1981, Human Relations and Management will contain a two-hour segment on the fourth day, to be presented by Larry [] OLEO.

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14 NOV 1980

MEMORANDUM FOR: Director of Training and Education

FROM: Deputy Director of Central Intelligence

SUBJECT: Implementation Plan for Uniform Guidelines - Phase II Responsibilities

1. As you recall, I approved certain recommendations regarding implementation of procedures required by the Uniform Guidelines on Employee Selection Procedures in February of this year. This implementation was to proceed in two "phases;" Phase I, designed to bring the Agency into immediate compliance, provided for the required collection and analysis of data; Phase II, which addresses policy considerations, places more emphasis on management responsibility. Phase I went into effect on 1 October and appears to be functioning as expected. It is time now to focus on getting Phase II underway.

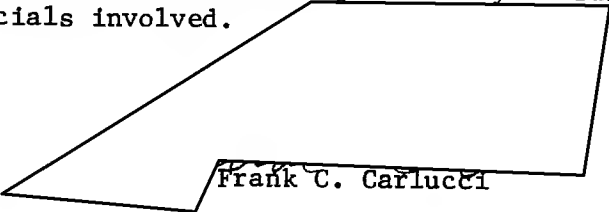
2. The Director of Training and Education is charged under Phase II with the following responsibilities:

a. With the Director, Equal Employment Opportunity, for determining when selection for "training" in the Agency is an employment decision under the Uniform Guidelines;

b. With the Chief, Psychological Services Staff, and the Director of Personnel Policy, Planning, and Management for the formulation of a comprehensive testing policy to be coordinated with the Director, Equal Employment Opportunity, and incorporated into the Headquarters Regulations; and

✓ c. With the Director, Equal Employment Opportunity, and Director of Personnel Policy, Planning, and Management for developing a Uniform Guidelines Training program.

3. So that I have a clear understanding of how these responsibilities will be discharged, you are requested to submit to me by 16 January 1981 a detailed plan for each responsibility, describing your strategy, specifying the resources required, establishing a timetable for accomplishment, and identifying the responsible officer. Of course, plans pertaining to shared responsibilities should be fully coordinated with the other Agency officials involved.


Frank C. Carlucci

cc: DDA

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